

Communities Overview & Scrutiny Committee

Date of Meeting: 12th February 2020

One Organisational Plan Quarterly Progress Report

Period under review: April 2019 to November 2019

Recommendation

That the Overview and Scrutiny Committee:

- (i) Considers and comments on the progress of the delivery of the One Organisational Plan 2020 for the period as contained in the report.

1. Introduction

- 1.1. The One Organisational Plan (OOP) Quarterly Performance Progress Report for the period April 1st 2019 to November 30th 2019 was considered and approved by Cabinet on 30th January 2020. The report provides an overview of progress of the key elements of the OOP, specifically in relation to performance against Key Business Measures (KBMs), strategic risks and workforce management. A separate Financial Monitoring report for the period covering both the revenue and capital budgets, reserves and delivery of the savings plan was presented and considered at the same meeting.
- 1.2. This report draws on information extracted from both of the Cabinet reports to provide this Committee with information relevant to its remit.

2. One Organisational Plan 2020: Strategic Context and Performance Commentary

2.1 The OOP 2020 Plan aims to achieve two high level Outcomes:

- **Warwickshire's communities and individuals are supported to be safe, healthy and independent;** and,
- **Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure.**

Progress to achieve these outcomes is assessed against 64 KBMs.

Outcome	No. of KBMs
Warwickshire's communities and individuals are supported to be safe, healthy and independent	23
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	12

In addition, to demonstrate OOP delivery by ensuring that **WCC makes the best use of its resources**, a total of 29 KBMs are monitored.

As the Organisation continues to transform, this is the first quarter that will be reported against in the a new [Commissioning Intentions Performance Framework](#) The new measures included in the Framework provide a sharpened focus on performance linked to the Organisation’s priorities. Detailed performance has been visualised utilising the functionality of the newly implemented Microsoft Power BI system.

2.2 Of the 64 KBMs, 11 are in the remit of this Overview and Scrutiny Committee. At the Quarter 3 position, 55% (6) of KBMs are currently on track and achieving target while 9% (1) of KBMs is not on track and behind target. Data is not available in regards to the remaining 4 KBM’s because the data will not be available until Quarter 4 reporting so it is too early to make a judgement on these measures. Chart 1 below summarises KBM performance by outcome for the remit of this Committee.

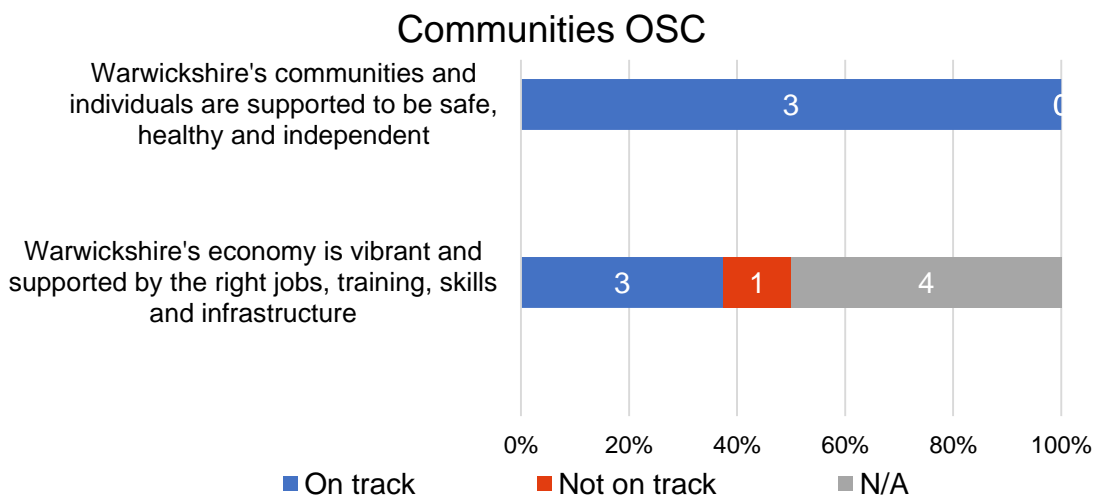


Chart 1

2.3 Of the 55% (6) KBMs achieving target there are three measures where performance is of particular note which are:

- % of household waste reused, recycled and composted, which is ahead of target even though Nuneaton & Bedworth Borough Council have started charging for green waste which has resulted in less recycled waste from them,
- Total waste (kg) per household, which is currently ahead of target, it was expected that green waste from Nuneaton & Bedworth Borough Council would have decreased, but this has been offset by an increase across the county due to the dry summer.
- Rate of crime per 1000 population which is at its lowest point this year and below target.

2.4 Chart 2 below illustrates the considered projection of performance over the forthcoming reporting period.

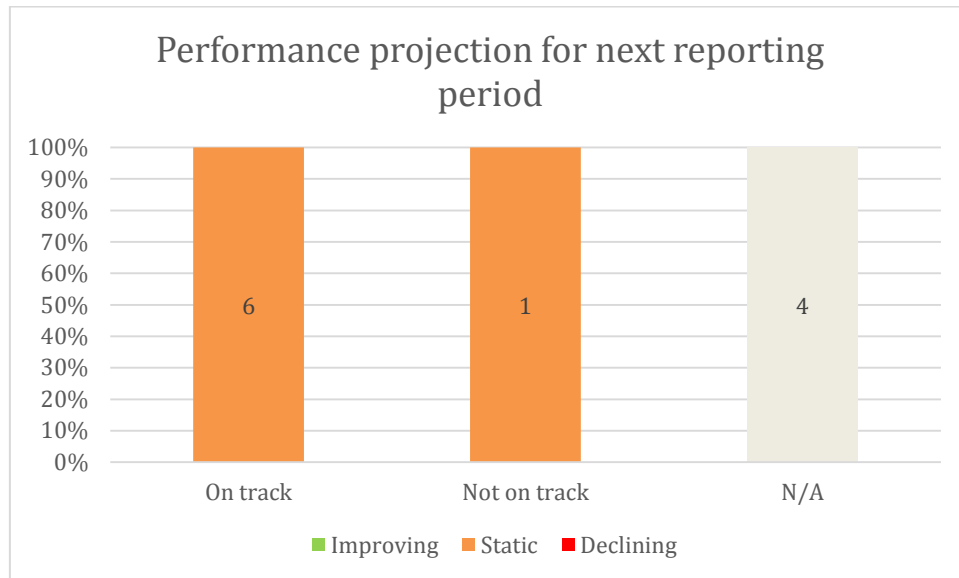


Chart 2

Of the 11 KBM's, 55% (6) are projected to remain on target over the next reporting period. One KBM which is not on target but projected to remain static is Gross Value Added (GVA) per employee as a % of the UK average, it is reported in arrears, so it will not be projected to improve over the next quarter however the medium/long term view is that it will improve over the next couple of years.

The table below highlights the 1 KBM, including remedial action being taken, where performance is projected to remain underperforming and static;

Measure	Remedial Action
Gross Value Added (GVA) per employee as a % of the UK average	Developing a new Economic Growth Strategy to highlight key actions and interventions that WCC will take to stimulate & accelerate economic growth. This will be completed in Quarter 4.

2.5 Comprehensive performance reporting is now enabled through the following link to Power BI. [OSC Quarter 3 Performance Report](#)

The Cabinet [Quarter 3 Exception Dashboard](#) contains details of those measures that are of significant note where good performance or areas of concern need to be highlighted.

There is a further dashboard split by the 2 high level Outcomes [Quarter 3 Full Dashboard](#) which provides a summary of performance for all KBM's within the remit of this Committee.

Financial Commentary – relevant finance information taken from Cabinet report

3.1 Revenue Budget

3.1.1 The Council has set the following performance threshold in relation to revenue spend: a tolerance has been set of zero overspend and no more than a 2% underspend. The following table shows the forecast position for the Services concerned.

	2019/20 Budget £'000	2019/20 Outturn '000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Communities	23,160	23,765	605 2.61%	(2,705)	(2,100)

The current forecast overspend is largely being caused by the unrealised savings from the review of the resident parking permits, which has been delayed as a result of further public consultation and consideration by Members in the New Year. We have been pro-actively addressing overspend, and through a review of spending plans over the past quarter have successfully reduced this level by c. £300k and would hope for some further improvements by year end. It should also be noted that there will be some adjustments in this final position due to movements in reserves at year end, which will further reduce this figure.

Environment Services	24,133	23,050	(1,083) -4.49%	(1,055)	(2,138)
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Network and traffic management have continued to over-achieve on enforcement income and this is masking the income issues from CFM. We are undertaking a zero-based budget review of the CFM budget so that the 2020 budget can better reflect the reality of the service provision, it apparent that the income budgets and forecasting for the last three years have been incorrect. We are also anticipating additional overspend in the Gypsie and Traveller team as we resolve some site issues. We will continue to manage the underspend as the year progresses.

3.2. Delivery of the 2017-20 Savings Plan

3.2.1. The savings targets and forecast outturn for the Business Units concerned are shown in the table below.

	2019/20 Target £'000	2019/20 Actual to Date £'000	2019/20 Outturn £'000
Communities	1,141	773	773

Shortfall £0.368 million relating to the introduction of a new charging schedule for parking permits. This has been delayed while a public consultation takes place. This has impacted on year 1 savings and depending on the outcome of the consultation may impact on year.

Environment Services	605	580	580
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Shortfall £0.025 million. This relates to the move to Hawkes Point from Montague Road. This is in question because it relied on increased income being made from the installation of an MOT test facility at the new site. The move to Hawkes point has been delayed and Environment Services are now also funding the installation.

3.3 Capital Programme

3.3.1. The table below shows the approved capital budget for the business units and any slippage into future years.

	Approved budget for all current and future years (£'000)	Slippage from 2019/20 into Future Years £'000	Slippage from 2019/20 into Future Years (%)	Current quarter - new approved funding / schemes (£'000)	All Current and Future Years Forecast (£'000)
Communities	41,865	(2,490)	-5.95%	678	42,542
Environment Services	135,192	(2,765)	-2.05%	16,100	151,292

4. Supporting Papers

4.1 A copy of the full report and supporting documents that went to Cabinet on the 30th January 2020 is available via the following [link](#) and in each of the Group Rooms.

5. Environmental Implications

None specific to this report.

6. Background Papers

None

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